0800-0845 Registration & Refreshments

0845-0900 Welcome, Admin, Aims & Objectives
Speaker: Professor Peter Roberts, Director Military Sciences, RUSI

0900-0930 Keynote Address: Ministerial
Inaugural Sir Henry Leach Lecture – Maritime Warfare 2035 – A primer to the day’s events capturing key themes and stating the importance for planning now for tomorrow.
Chair: Professor Malcolm Chalmers, Deputy Director General, RUSI
The Rt Hon Gavin Williamson CBE MP, Secretary of State for Defence

0930-1045 Session One: The Future Combat Environment
How will war and warfare adapt to the challenges of 2035 and beyond? Are those challenges evident today? Is the answer simply to be found with technological silver bullets, the continued growth of cyber, information and AI? Will war and warfare have changed radically, or will the enduring truths of conflict remain? What will this mean for warfighters, policy makers, industry and society more widely? Will the boundaries of war some expect and respect today, remain in place in the future? How will others adapt and what types of partnerships are envisaged? Can Alliances stand the test of time?
Chair: Dr John Hemmings, The Henry Jackson Society / CSIS
Jochen Bittner, Political Editor, Die Zeit – The Game of Threes
Professor Patrick Porter, University of Birmingham – The future of warfare
Dr Martin Murphy, Associate Fellow, RUSI – Hybrid in the maritime environment

1045-1115 Tea and coffee

1115-1245 Session Two: Alternative Approaches
Great powers do not have the monopoly on incisive thinking. Whilst globally influential states may have already examined the future and outlined force designs in twenty years hence, others have differing views. Approaches may seem similar from East and West, but in the detail of doctrine and concepts of war, the differences are stark; plans for future force design range from the radical to the orthodox. In this session, speakers address alternative approaches that break with Western orthodoxy.
Chair: Dr Theresa Fallon, CREAS, Brussels
Vice Admiral (retd) Yedidia Yaari – An Israeli approach
Oleksandr Danylyuk, Head Hybrid Warfare Kiev University – A Ukrainian approach
Meia Nouwens, IISS – China in the future
Sidharth Kaushal, LSE/RUSI – networks, frameworks and outliers

1245-1345 Lunch

1345-1500 Session Three: The Human Dimension
The removal of humans from manufacturing and adaptive-additive printing are believed to represent the fourth industrial revolution. What will this mean for future workforces? How will AI and radical automation change organisational design, leadership and control? What will be needed and what will a future workforce expect from employers? How will civilian employment stack up against life in the Armed Forces? What will that mean and look like? This session addresses not simply the expectations of the future workforce, but the opportunities of human augmentation, an aging demographic and the arrival of a robot era.
Chair: Elisabeth Braw, Control Risks
1500-1530  Tea and coffee

1530-1645  **Session Four: Chiefs Panel on the Future of Naval Warfare**
   *This session is a more informal discussion between Chiefs of three of the leading global navies about how they expect naval warfare to develop, where their respective force design is heading and how they envisage war at sea to be fought in 2035 and beyond.*

   **Chair:**  Professor Peter Roberts, Director Military Sciences, RUSI
   Admiral Sir Philip Jones KCB ADC, First Sea Lord, Royal Navy
   Admiral Christophe Prazuck, Chief of the French Navy (CEMM)
   Rear Admiral Nils Andreas Stensønes, Chief of Royal Norwegian Navy

1645-1730  **Closing Address**
   *Closing the day’s events and reflecting key themes.*

   **Chair:**  The Rt Hon Lord Hague of Richmond, Chairman, RUSI
   Admiral Sir Philip Jones KCB ADC, First Sea Lord, Royal Navy

1730  **Drinks reception**